

Project Execution - PM Elements

Approval Process

Initial Release	1.0
Date:	January 1997

What is the Approval Process?

Project quality management ensures that there is adequate review of project deliverables at phase completion. Approval is a formalized process ensuring that the appropriate levels of testing and review have been completed.

The approval process has been discussed separate from the development life cycle. The process of ensuring that appropriate approvals are obtained is part of the management function and is not strictly a technical function.

The approval process ensures that each defined project phase and associated deliverables are successfully completed before beginning subsequent phases. Management gets a comprehensive view of the current project status. Information necessary to ensure that deliverables satisfy the specific business needs of the state organization is also received. Project approval also allows management to reassess the direction of the project, as necessary, and to provide project planning updates, as required.

There are typically three types of approval processes. The first, project plan approval has been addressed in *Project Planning*. Approvals discussed in this section occur during the execution stage and include:

- Phase reviews
- Deliverable reviews

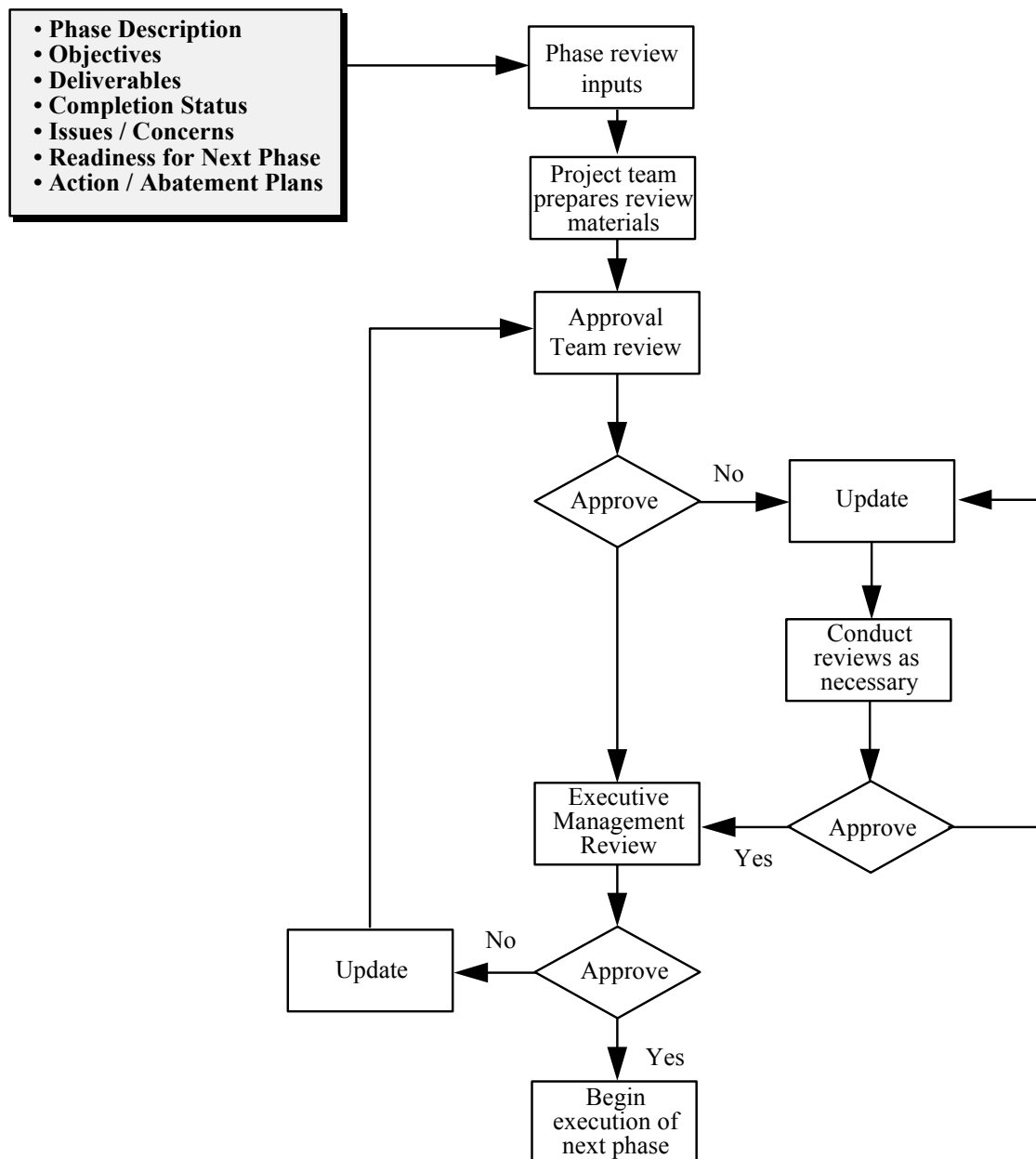
These approval processes are shown in the figures below.

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Phase Approval Process

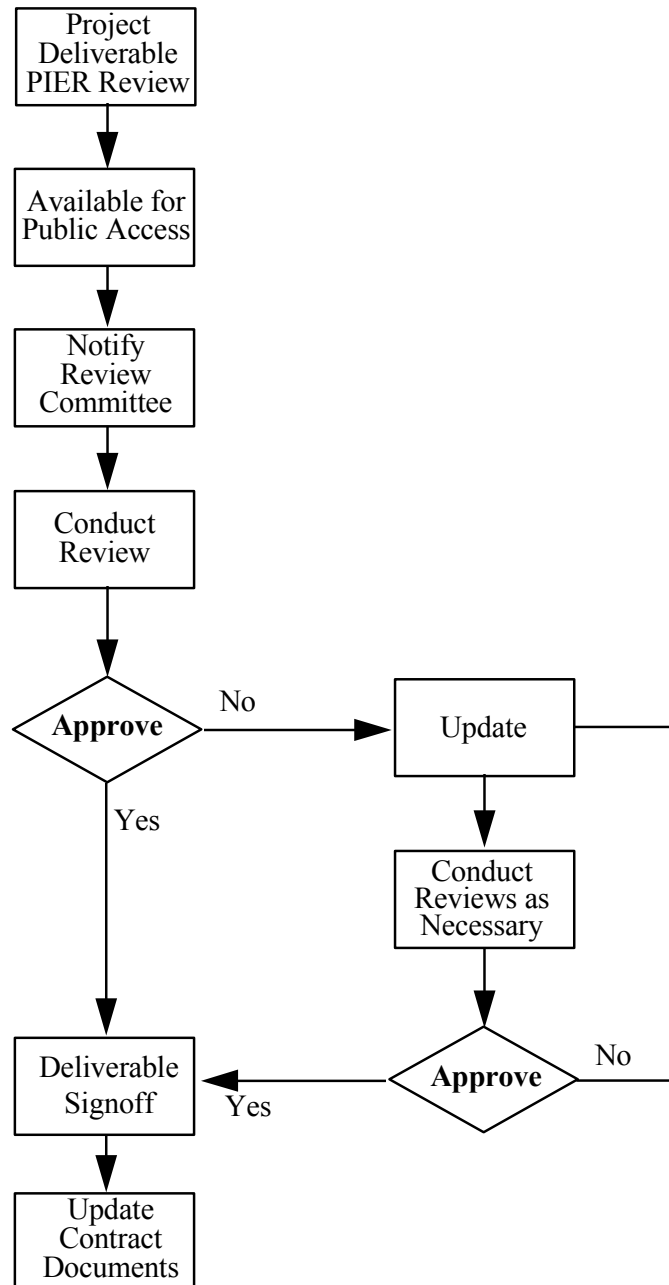


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Deliverables Approval



| The approval process takes place on two levels. First, the technical teams agree

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that a phase has been completed, and then a phase completion meeting is held to formalize the event and move on to the next phase.

Documentation approval can also be formalized, but on a more limited scale, possibly among sub-sets of the project team.

For document approval, the project plan should contain a more detailed deliverable list that includes not only date items and WBS relationship, but also the name of the person(s) who must approve the document. The figure below provides a sample of how one project summarized this information.

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Sample Information Summary

Document Name	Project Phase	To Be Approved by
Project Plan	Phase 1-6	Project Sponsor
Hardware Procurement & Install Plan	Startup	Steering Comm./Imp. Team
Site Prep. and Facilities Plan	Startup	Steering Comm./Imp. Team
Network Plan	Phase 1-6	Imp team/stakeholders
Test Plans	Startup	Steering Comm./Imp. Team
Quality Plan	Phase 1-6	Imp. Team/stakeholders
Data Plan	Phase 1-6	Imp. Team/stakeholders
Training Plan	Phase 1-6	Imp. Team/stakeholders
Contingency Plan	Gap Analysis	Steering Committee/Imp team/stakeholders
Pilot Implementation Plan	Phase 1-6	Implementation Team
Roll out and Cutover Plan	Phase 1-6	Steering Comm./Imp. Team
Maintenance Plan	Phase 1-6	Steering Comm./Imp. Team
Support Service Plan	Phase 1-6	Steering Committee
Turnover Plan	Phase 1-6	Implementation Team
Warranty Plan	Phase 1-6	Steering Comm./stakeholders
Backup and Recovery Plan	Gap Analysis	Steering Committee
Gap Analysis Report	Phase 1-6	Imp. Team
Implementation Recommendation Report	Phase 1-6	Stakeholders/Exec Mgmt
Re-engineered Process flows	Startup	Imp. Team/stakeholders
Detailed Requirements	Startup	Imp. Team/stakeholders
Detailed Design	Phase 1	Implementation Team
Interface Design Document	Phase 1-6	Imp. Team/stakeholders
Training Curriculum	Phase 1-6	Imp. Team/stakeholders/Steering Committee
Certifications		